

**BC Games Society  
2009/10 – 2011/12 Service Plan**



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## Message from the Co-Chairs

### **Measuring Success**

When the decision was made to move the BC Games from a recreational sport festival, to a multi-sport development opportunity for tomorrow's provincial team members, there was a great deal of angst as to how this model would benefit the sport system as a whole. There would be a requirement to raise the levels in coaching, the age eligibility would change, and the potential for a decline in economic impact due to fewer adult participants. All were challenges, but all became great opportunities to grow the BC Games and to ensure their greater impact on the provincial sport system.

That move in 1998 was ahead of the curve we now know as the *Canadian Sport for Life* model<sup>1</sup>, and has placed BC among the leaders nationally in developing athletes and coaches toward higher performance. As testimony to the role the BC Winter and BC Summer Games play on athlete development, 45 BC Games alumni competed at the Beijing Olympic and Paralympic Games. We are incredibly proud that these athletes are products of the BC sport system, and that they took their BC Games experience with them to Beijing.

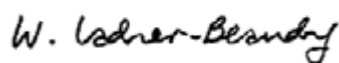
Coaching certification continues to gain strength, as more sports recognize the importance of having qualified individuals train their aspiring athletes. Recent figures from the 2008 BC Winter and BC Summer Games show that over 80% of head coaches are certified to NCCP<sup>2</sup> level 2, an increase of 17% over 2006 BC Summer and BC Winter Games.

As sport tourism grows across BC, so too do the figures related to the economic impact of hosting a BC Games. Parents and families want to see their favourite athlete compete in this once-in-a-lifetime opportunity, which then contributes to increases in the direct spending by guests to the BC Winter Games. Studies done in 2008 show \$600,000 increases in spending related to visiting families, when compared to studies in 2000. Civic leaders recognize the advantage of hosting the BC Winter and BC Summer Games as they do bring significant financial benefit while showcasing their city and volunteers to the rest of the province.

All of these figures are important and relevant to the investments being made in the BC Games Society, and to sport in general. By measuring our success, we can continue to highlight sport as an opportunity to do so much more for the benefit of all British Columbians. Competing toward a personal best or volunteering time in support of sport or the Games allows us to link sport to health and inclusiveness.

This 2009/10 - 2011/12 Service Plan was prepared and reviewed under our direction in accordance with the *Budget Transparency and Accountability Act* and the *BC Reporting Principles*. The plan is consistent with Government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including the selection of performance measures and targets. All significant assumptions, policy decisions, and identified risks, as of December 31, 2008 have been considered in preparing this plan. The performance measures presented are consistent with the BC Games Society's mandate and goals, and focus on aspects critical to the organization's performance. The performance targets in this plan have been determined based on an assessment of the BC Games Society's operating environment, forecast conditions, risk assessment, and past performance.

Respectfully submitted,



Wendy Ladner-Beaudry  
BC Games Society



Frank Lento  
BC Games Society

<sup>1</sup> more information can be found at [www.ltad.ca](http://www.ltad.ca)

<sup>2</sup> National Coaching Certification Program (NCCP) is the recognized accredited system for coaches

## Overview

The purpose of the BC Games Society is to provide an opportunity for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event that promotes interest and participation in sport and sporting activities, individual achievement, and community development.

Established in 1977 by the Provincial Government under the *Societies Act*, the former BC Summer and Winter Games Society's purpose was to provide an opportunity for all British Columbians to compete in an organized sports festival that promoted physical fitness, individual achievement, and community pride.

As an evolving entity, the society moved its focus from participation to athlete and sport development at the request of the province's Sport Minister in 1994.

In 1994, our scope was broadened with the addition of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games. To these three Partner Games, we provide event management, and volunteer and financial resources.

In 2007, the BC Seniors Games Society left the BC Family of Games and now receives their funding directly from the Sport and Recreation Branch of the Ministry of Healthy Living and Sport.<sup>3</sup> Event management services to these Games are provided through a contract with the BC Games Society.

The BC Games Society operations are located at 200 – 990 Fort Street, Victoria, BC.

### ***Direction from Government***

*A Shareholders Letter of Expectations* between the Shareholder and the BC Games Society was signed on January 30, 2009. This letter is an agreement of the respective roles and responsibilities of each and serves as the basis of agreement between the Shareholder and the BC Games Society including high level performance expectations, public policy issues, and strategic priorities. This letter can be found at [www.bcgames.org](http://www.bcgames.org).

With respect to carbon neutrality, the BC Games Society continues to exceed the expectations of our reporting principles, as established by the Climate Action Secretariat.

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<sup>3</sup> formerly Ministry of Tourism, Sport and the Arts. New Ministry effective June 2008

## Mandate

The BC Games Society was established in 1977 by the Provincial Government to promote community and sport development across BC.

## Mission Statement

Through partnerships, the BC Games Society is committed to providing event management leadership in the creation of development opportunities for individuals, sport organizations, and host communities.

## Objectives

The objectives of the BC Games are:

- to organize competitive sport events that will serve as preparation for higher-level competition and play an integral role in the BC sport delivery system; and
- to provide opportunities for British Columbians to participate in sport and physical activity and celebrate the spirit of community.

## Governance

The BC Games Society is responsible to the Minister of Healthy Living and Sport through the Board of Directors. Up to a 15 member Board of Directors appointed by Ministerial letter is responsible for providing direction through the policies and corporate goals. The Board is community based and geographically representative of the province - two of the members are representatives of the Partner Games associated with the BC Games Society (Northern BC Winter Games Society and BC Disability Sports). The Board also has a position for a Sport and Recreation Branch representative from the Ministry of Healthy Living and Sport.

The Board of Directors appoints a President and Chief Executive Officer to manage the implementation of the policies and goals. The Directors adhere to the governance principles of the Crown Agency Accountability System and the Board Resourcing and Development Office's *Best Practices Guidelines* for governance and disclosure requirements. Included in those guiding principles are:

- Accountability and Performance
- Openness, Trust and Transparency
- Stewardship, Leadership and Effectiveness
- Clarity of Roles and Responsibilities
- Service and Corporate Citizenship
- Value, Innovation and Improvement

The BC Games Society has one office in Victoria and its President and CEO is Kelly Mann who oversees eight staff members (five event managers and three office administrators).

See <http://www.bcgames.org/dotnetnuke/AboutUs/BoardofDirectors/tabid/119/Default.aspx> for more details.

### Board members

- Wendy Ladner-Beaudry, Vancouver, Co-Chair
- Frank Lento, Fernie, Co-Chair
- Kimberly Gilhooly, Vernon, Marketing and Communications Committee and Chair, Sport Committee
- Gary Young, North Vancouver, Chair, Marketing and Communications Committee
- Rod Cox, Terrace, Chair, Finance Committee
- Kenneth A. Wood, Coquitlam, Sport Committee

- Bruce Johnson, Penticton, Finance Committee
- Bob Irwin, Northern BC Winter Games Society Representative, Kitimat, Sport Committee
- Kelly Stefanyshyn, Vancouver, Sport Committee
- Anoop Sharma, BC Disability Games Society Representative, Vancouver, Finance Committee
- Scott Braley, Vancouver, Sport Committee
- Dorothy Paul, Victoria, Sport Committee
- Renee McCloskey, Prince George, Marketing and Communications Committee
- Sharon White, Provincial Government, Victoria, Finance and Marketing and Communications Committees

Past Co-Chairs

- |                             |                         |
|-----------------------------|-------------------------|
| • Joan Hess, West Vancouver | Marion Lay, Vancouver   |
| • John Furlong, Richmond    | Ron Austen, Duncan      |
| • Tony Fiala, Williams Lake | Bobbie Steen, Vancouver |

Honourary Board members

- Marion Lay
- Graeme Roberts
- Roger Skillings

## Planning Context and Risks

As an agency within the Provincial sport system, we are closely associated with four principle groups:

*Provincial Sport Organizations* – these agencies, through Memorandums of Understanding with the BC Games Society, provide technical expertise on their sport, recruit and train volunteers, coaches, and officials and provide recruitment, development, and qualifying opportunities for their athletes.

*Partner Boards of the BC Family of Games* include the Northern BC Winter Games Society and the BC Disability Games Society<sup>4</sup>. Each board is volunteer driven and is responsible for the policies and procedures of their respective BC Games. Through a Service Agreement, the BC Games Society provides financial and event support to their Host Communities. BC Games Society also manages their insurance needs and offers policy direction.

*BC Seniors Games Society* – effective April 1, 2007, the staging of the BC Seniors Games is achieved under a management contract between the BC Seniors Games Society and the BC Games Society. This fee for service is monitored by the Sport and Recreation Branch of the Ministry of Healthy Living and Sport, through a Cooperative Agreement with Games management coming through a Service Level Agreement.

*Host Communities* are cities within the province that have been successful in their request to host any one of the five BC Games. Their municipal support and volunteer capacity is critical to the successful hosting of the BC Games.

This table identifies the key risks and plans for mitigation as determined by the Board of Directors of the BC Games, recognizing our four partners in the overall delivery of BC Games.

Risks	Plans for Mitigation
<p>The BC Games Society relies on the third party recruitment and development of athletes by Provincial Sport Organizations who attend the BC Summer and BC Winter Games. This recruitment, and the training of coaches and officials, is the responsibility of the respective Provincial Sport Organizations.</p>	<p>Through ongoing, consistent dialogue and written agreements with each of the sports, we work to ensure the policies and practices associated with Games participation are carried out by the sport and by BC Games staff and volunteers.</p>
<p>Responsibility for the policies and procedures of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games lies with their respective Boards. BC Games Society is responsible for the technical delivery of these Games but holds no authority on the Board's composition and/or policy direction and decisions.</p>	<p>The BC Games Society holds positions for a representative of the Northern BC Winter Games Society and the BC Disability Games Society for the purposes of information sharing, policy development, and overall communications. Direct dialogue with the BC Seniors Games Board ensures effective communication. Through agreements with each of the respective Boards, deliverables are determined and subsequently measured through open discussion.</p>
<p>In all instances of the BC Games Society's involvement, there is an underlying faith that cities and municipalities across the province wish to host the BC Games. Should a candidate city not emerge for those BC Games currently looking for a host, those performance measures and targets would not be achieved.</p>	<p>The BC Games Society continues to market the opportunities associated with hosting the BC Games to all BC communities, regardless of size. By communicating with Mayors, Recreation Directors, local Tourism Boards, and Spirit Committee Chairs, the <i>good news</i> of the BC Games is consistently told.</p>

<sup>4</sup> formerly BC Disability Sports. Name change effective September 2008



## Goals, Objectives, Strategies, Measures and Targets

When establishing goals for the BC Games Society, it was imperative to look at our core business function, which is the delivery of the BC Winter and BC Summer Games. These BC Games must be done in partnership with the Provincial Government and the corporate sector, as they are our primary funding sources. Our goals reflect our priorities to volunteer support and the requirement to supplement our Provincial grant through corporate collaboration. Our goals, strategies, performance measures and targets reflect our focus on key aspects of performance.

During the term of this Service Plan, the primary goals of the BC Games Society shall be:

<b>Goal 1 – Effective Management of BC Winter Games, BC Summer Games and Partner Games</b>			
<b>Goal and Objectives</b>			
In partnership with the Terrace 2010 BC Winter Games Society, and the Township of Langley 2010 BC Summer Games, and the 2012 BC Winter Games Society <sup>5</sup> plan, prepare and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners. Working with the Parent and local Boards of the Northern BC Winter Games, the BC Disability Games and through a Service Level Agreement with the BC Seniors Games, plan, prepare, and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners.			
<b>Key Strategies</b>			
Provide concise written and online materials to support the volunteers in creating a quality BC Games. Promote Provincial Sport Organizations use of the BC Winter and BC Summer Games through Memorandums of Understanding as a key element in the continuum of their athlete, coach, and officials' development while recruiting and maintaining a network of key volunteers across the province.			
Performance Measures		Targets	
	07/08 Actuals Kimberley-Cranbrook 2008 BC Winter Games	08/09 Forecast Kelowna 2008 BC Summer Games	Year 1- 09/10 Terrace 2010 BC Winter Games
Volunteers use and value on-line tasks, samples and protocols to effectively manage their Games	Survey results of Kimberley-Cranbrook 2008 BC Winter Games volunteers indicated 91% approval for the quality of materials provided	Initial survey of volunteers taken spring 2007 indicates a 90% approval of materials provided	Year 2 10/11 Township of Langley 2010 BC Summer Games
			Year 3 – 11/12 2012 BC Winter Games
		Surveys of Terrace and future volunteers expected to meet or exceed baseline results as on-line guidelines become more accepted for day to day volunteer roles  Year 1 - 85% satisfaction Year 2 – 85% satisfaction Year 3 – 85% satisfaction	

<sup>5</sup> Host cities for 2012 and 2014 BC Winter and Summer Games announced in February 2009

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	Year 1- 09/10 Terrace 2010 BC Winter Games	Year 2 10/11 Township of Langley 2010 BC Summer Games	Year 3 – 11/12 2012 BC Winter Games
Coaches attending the BC Winter Games and BC Summer Games are certified at the required NCCP level 2.	80% of attending coaches at the Terrace Games will be certified	90% of attending coaches at the Langley Games will be certified	80% of attending coaches at the 2012 BC Winter Games will be certified
Athletes and coaches in the BC Winter and BC Summer Games move on to higher levels of competition including the Canada Games <sup>6</sup>	It is expected future surveys will show increases over previous years based upon adherence to the BC Games core sport program and the Canadian Sport for Life framework  expect 70% of the 2011 Canada Winter Games team to have had a BC Games experience during Year 2 expect 70% of the 2011 Western Canada Summer Games team to have had a BC Games experience during Year 3		
Legacies <sup>7</sup> in each of the three years include new sport club development, hundreds of trained volunteers, equipment and facility upgrades	Terrace Games will invest \$80,000 of cash and in-kind into sport while dispersing an additional \$65,000 in legacy grants. Recruited volunteers expected to be 2200	Langley Games will invest \$80,000 of cash and in-kind into sport while dispersing an additional \$75,000 in legacy grants. Recruited volunteers expected to be 3500	2012 BC Winter Games will invest \$80,000 of cash and in-kind into sport while dispersing an additional \$65,000 in legacy grants. Recruited volunteers expected to be 2300
	08/09 Forecast Kelowna 2008 BC Summer Games  80% of attending coaches at the Kelowna Games will be certified	07/08 Actuals Kimberley-Cranbrook 2008 BC Winter Games  65% of attending coaches at the Kimberley-Cranbrook Games were NCCP 2 certified	
	anticipating 70% to have had a BC Games experience	next Canada Summer Games in PEI to be measured in Sept. 2009	
	Kelowna Games will invest \$80,000 of cash and in-kind into sport while dispersing an additional \$60,000 in legacy grants. Recruited volunteers expected to be 3200	- 3,033 volunteers recruited and trained - \$80,019 direct cash investment in sport - \$118,646 invested in community foundations for sport and community development	

<sup>6</sup> figures measured based on registered participants in BC Games ViewTeam software and Team BC software

<sup>7</sup> volunteer figures from ViewTeam software / financials obtained from audited financial statements of each community

## Goal 2 – Entrepreneurial Activities to Support Financial Sustainability and Program Enhancement

### Goal and Objectives

To ensure financial sustainability and enhancement of BC Games through entrepreneurial activity by increasing the level of non-Governmental fiscal support to the benefit of the BC Summer and BC Winter Games.

### Key Strategies

Establish new and maintain existing corporate partners through a thorough delivery on our contractual obligations

Provide supportive documentation and event management to Host Communities to recruit and develop local cash and value-in-kind support

Performance Measures	Targets			
	07/08 Actuals Kimberley-Cranbrook 2008 BC Winter Games	08/09 Forecast Kelowna 2008 BC Summer Games	Year 1- 09/10 Terrace 2010 BC Winter Games	Year 2 10/11 Township of Langley 2010 BC Summer Games
As corporate partners, Air Canada Jazz, BC Lottery Corp., CN, Global – BC and TELUS provide cash and in-kind services to offset budgeted expenditures	Contract renegotiated with Air Canada Jazz effective May 2007 – value \$70,000 value in-kind <sup>8</sup> .	AC Jazz continues with second year of 2 year deal	Contract renegotiation with Air Canada Jazz begins January 2009 – anticipating a 4 year renewal <sup>9</sup>	AC Jazz continues with third year of 4 year deal
	Global BC provides \$80,000 in-kind value in year 2 of agreement	Global BC provides \$80,000 in-kind value in year 3 of agreement	Global BC provides \$80,000 in-kind value in year 4 of agreement	Global BC provides \$80,000 in-kind value in year 5 of agreement
Host Community budgets are supported by local government and business through cash and in-kind contributions	TELUS provides \$85,000 cash and in-kind value	Renewed a 1 year agreement with TELUS at \$40,000	Contract renegotiation with TELUS begins January 2009 – anticipating a 2 year renewal	Renegotiations begin with Global BC for a new agreement
	BC Lottery Corp. signed April 2007 to one year deal at \$40,000	BC Lottery Corp. re-signed April 2008 to one year deal at \$40,000	BC Lottery Corp. re-signed April 2009 to one year deal at \$40,000	Renegotiations begin with TELUS for a new agreement
Host Community budgets are supported by local government and business through cash and in-kind contributions	Kimberley-Cranbrook received \$68,012 cash and \$ 247,497 value in-kind for their BC Winter Games	Kelowna receives \$60,000 cash and \$500,000 value in-kind for its BC Summer Games	CN, as newest partner, signed one year, \$70,000 agreement	BC Lottery Corp. re-signed April 2011 to one year deal at \$40,000
				Renegotiations with CN underway to include them as corporate partner
				2012 BC Winter Games receives \$40,000 cash and \$300,000 value for their Games

<sup>8</sup> \$50,000 in flights and \$20,000 in promotion. Effective Jan. 2007, Air Canada Jazz only supports the BC Winter and BC Summer Games

<sup>9</sup> vouchers for free air travel ceased at 1/1/09 due to new corporate agreement. Sponsorship value accrued through charter discounts, etc.

## Budget 2009/10-2011/12

09/10 Budget based on figures approved October 31, 2008

### Summary Financial Outlook

2009/10 - 2011/12

	2007/08	2008/09	2009/10	2010/11	2011/12
	Actual	Budget	Forecast	Forecast	Forecast
<b>Total Revenue</b>	<b>2,434</b>	<b>2,611</b>	<b>2,425</b>	<b>2,574</b>	<b>2,409</b>
Province of BC grant <sup>10</sup>	2,002	2,002	2,002	2,002	2,002
Other Revenues <sup>11</sup>	432	609	423	572	407
<b>Total Expenses</b>	<b>2,387</b>	<b>2,611</b>	<b>2,425</b>	<b>2,574</b>	<b>2,409</b>
Grants	699	745	334	869	394
Games Operations	689	730	916	516	816
Overhead	999	1,136	1,175	1,189	1,199
<b>Operating Income (Loss)</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Operating and Capital Surplus B/F	847	894	894	894	894
<b>Operating and Capital Surplus C/F</b>	<b>894</b>	<b>894</b>	<b>894</b>	<b>894</b>	<b>894</b>
<b>FTEs</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>Capital Expenditures<sup>12</sup></b>	<b>76</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>

Key Assumptions	Forecast Notes, Risks and Sensitivities
<ul style="list-style-type: none"> <li>• During the period covered by this Service Plan, the BC Games Society will plan for / fund / stage:               <ul style="list-style-type: none"> <li>○ Maple Ridge 2009 BC Disability Games</li> <li>○ Richmond 2009 BC Seniors Games</li> <li>○ Prince Rupert 2010 Northern BC Winter Games</li> <li>○ Terrace 2010 BC Winter Games</li> <li>○ Comox 2010 BC Seniors Games</li> <li>○ 100 Mile House 2011 Northern BC Winter Games</li> <li>○ 2011 BC Disability Games – venue TBD</li> <li>○ 2011 BC Seniors Games – venue TBD</li> <li>○ 2012 BC Winter Games – venue TBD</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• April 1, 2007 saw the direct funding responsibilities for the BC Seniors Games Society transferred to the Sport and Recreation Branch</li> <li>• effective 2011, the Northern BC Winter Games will be held in odd calendar years only</li> <li>• external travel in 09/10 reflects projected increases based on Air Canada Jazz estimates<sup>13</sup></li> </ul>

<sup>10</sup> as of April 1, 2005 Society's grant is delivered through an Agreement for Financial Assistance with the Sport and Recreation Branch of the Ministry of Healthy Living and Sport

<sup>11</sup> fluctuations in self-generated revenue due to athletes' fees (more athletes in summer games than winter games)

<sup>12</sup> systems and software development, office furniture, sign inventory

<sup>13</sup> Society practice is to fly participants should they reside 800 km or more from the host city. The balance of participants are provided charter bus travel.





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